

PROVINCE OF SASKATCHEWAN



07-08

ANNUAL REPORT

**PUBLIC SERVICE
COMMISSION**



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Letters of Transmittal



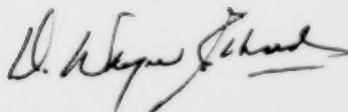
The Honourable Dr. Gordon L. Barnhart
Lieutenant Governor of Saskatchewan

May it Please Your Honour:

In accordance with Section 37 of *The Public Service Act, 1998*, I have the honour of submitting the Annual Report of the Saskatchewan Public Service Commission for the fiscal year ending March 31, 2008.

Since the election in November 2007, this government has been building on its values of growth, security, and promises. This report will provide progress on commitments that relate to the PSC as of March 31, 2008. We look forward to furthering our commitment to improved accountability in the future.

This report also provides progress on key priority strategies and actions designed to ensure that an independent, qualified, and professional public service is in place to carry out government's commitments, and provide support as we build a more prosperous province and better life for all people in Saskatchewan.



D. Wayne Elhard
Minister Responsible for the Saskatchewan Public Service Commission

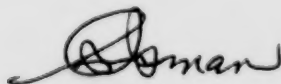


The Honourable D. Wayne Elhard
Minister Responsible for the Saskatchewan Public Service Commission

Dear Minister:

I have the honour of submitting the Annual Report for the Saskatchewan Public Service Commission for the fiscal year ending March 31, 2008.

This annual report highlights actions directed to ensuring Saskatchewan continues to have a strong public service to provide programs, policies, and services to the people of this province.



Clare Isman
Chair, Public Service Commission

Introduction

This annual report by the Saskatchewan Public Service Commission (PSC) provides information about key commitments, actions, and performance measures for 2007-08. These include actions to build a strong public service – diverse, talented, innovative, and dedicated, in a healthy, productive, and collaborative work environment. These actions are linked to the Human Resource Plan for the public service and the Statement of Organizational Culture, which are included in Appendices.

This year, for the first time, actions are reported under four key priority strategic areas, which are applicable to the entire public service. They were developed to ensure that Saskatchewan has an effective public service that can continue to provide excellent policies, programs, and services to the Government and people of Saskatchewan, and they support government's goals of ensuring that the benefits of the growing economy, securing a safe place to live and raise a family, and keeping promises and fulfilling commitments are felt by everyone who calls Saskatchewan home. These actions help build a professional public service, one that operates with integrity and transparency, and is accountable to the people of Saskatchewan.

This document also reports on commitments made by the new government since November 2007, as described in the Minister's Mandate Letter, Throne Speech, and other key public commitments.

Because of these new areas of focus, the report is structured somewhat differently than in previous years.

This report also contains additional information about the PSC in several appendices, including an organizational chart and demographic information about the public service overall.

Progress is reported as of March 31, 2008, on all actions and commitments.

Ministry Overview

The Public Service Commission, the central human resource agency for the Government of Saskatchewan, provides leadership and policy direction for the development of a professional public service based on merit.

The PSC delivers human resource services, including staffing, classification of positions, and labour relations, and works with 21 client ministries in the delivery of human resource services for more than 12,000 employees.

Organizational Structure

During the 2007-08 fiscal year, the structure for human resource service delivery was changed and all human resource staff were transferred from ministries to the Public Service Commission. A chart of the PSC's current structure is included in the Appendices, as is its Mandate and Governing Legislation, and the names of the Public Service Commissioners.

This new human resource service delivery model has created a human resource organization that is focused on supporting the Saskatchewan public service to achieve its goals. The consolidated model integrates, connects, and leads to the most effective use of human resource professionals in the Saskatchewan public service.

This service delivery change has resulted in a new organizational structure for the PSC. The PSC has three divisions: Corporate Human Resource Management and Employee Relations; Human Resource Client Service and Support; and Human Resource Administration/Payroll Service. It also has two functional units: Corporate Services and Communications.

Corporate Human Resource Management and Employee Relations Division

This division delivers corporate labour relations, compensation, organizational development, and human resource policy and planning support to the public service.

It plays a key role in representing the employer in collective bargaining with its public service unions: Saskatchewan Government and General Employees' Union and Canadian Union of Public Employees, Local 600.

It provides labour relations advice and consultation to management in support of program operations, provides compensation research and advice, and administers wage and salary services and the development of classification plans to evaluate all public service positions.

The division is responsible for developing and monitoring implementation of the human resource strategic plan and strategic human resource policies for the Saskatchewan public service. It also provides leadership and support in organizational development consulting services and related corporate initiatives, such as succession management, employee surveys, and leadership and employee development.

Human Resource Client Service and Support Division

This division is responsible for providing a full range of human resource consulting and advisory services, as well as payroll and human resource record administration to all government ministries.

The division leads the recruitment and selection of employees across the public service, including establishing job qualifications and developing tools for staffing and assessment. The division is also responsible for evaluating and classifying public service jobs.

The division delivers a variety of employment programs, including student employment programs, rehabilitation placement, pre-assessment of candidates, and promotional services. It also co-ordinates criminal record checks, re-employment, and career advertising. In addition the division is responsible for the Employee and Family Assistance Program.

Effective April 1, 2008, there are seven Human Resource Service Teams providing a full range of human resource services to the ministries of executive government. In most cases, these teams are providing service to more than one ministry. Services include: staffing, classification, organizational design and development, payroll and benefits administration, labour relations, occupational health and safety, diversity, support to managers, learning and development, workforce planning, and succession management.

The service teams report directly to the Assistant Chair, Human Resource Client Service and Support, and functionally to the Deputy Ministers of client ministries. The Executive Directors of these teams are an integral part of the management teams of each ministry.

Human Resource Administration/Payroll Service Division

The division is responsible for the management and operation of the government human resource system and payroll operations, maintaining government-wide personnel records, and administering seniority and vacation entitlements for government employees.

Beginning April 2008, the division will oversee the development and implementation of a new centralized, client-focused service delivery model for human resource administration and payroll processing, thereby removing these functions from the Human Resource Service Teams.

Corporate Services

Corporate Services provides direction, guidance, and support for internal operations. This includes the management of the PSC's financial services, security, procurement, and facilities.

Communications

Communications provides strategic communications planning for initiatives and issues related to the PSC's activities and operations, and government-wide human resource and labour relations trends and issues. Communications also manages the content and ongoing development of the PSC's public Internet site and in-house Intranet.

Minister's Mandate

In November 2007, the new Minister Responsible for the Public Service Commission was given a mandate to accomplish progress over four years in the following areas, in support of the development of a professional public service:

- Ensuring the size of the civil service does not grow faster than the rate of population growth.
- Ensuring promotion in the public service is based on merit, not patronage.
- Delivering funding for the Johnson-Shoyama Graduate School of Public Policy to assist in professional development opportunities for public servants and help educate the next generation of public service leaders in our province.
- Strengthening protection for public servants and whistle-blowers in the workplace by establishing a Public Integrity Commissioner.

This letter can be found at
www.gov.sk.ca/cabinet/elhard/

Progress in 2007-08

Actions on commitments related to the Public Service Commission from the Minister's Mandate Letter and the December 2007 Speech from the Throne are reported below. Key actions originally presented in the PSC's 2007-08 Performance Plan are also provided, organized by priority strategy, with results for actions and measures.

New Government Direction

This report provides results since the election of the new government in November 2007, related to its strategic priorities: growth, security, and promises.

Minister's Mandate Letter, November 2007

Results of commitments from the Minister's Mandate Letter for the PSC are as follows:

Size of the civil service

- The government passed *The Saskatchewan Growth and Financial Security Act* in December 2007.
- This *Act* will ensure that the size of the public service will not grow at a rate faster than the population it serves.
- The PSC and the Ministry of Finance established measures for the size of the public service (full-time equivalents/FTEs).
- The PSC and the Ministry of Finance will report to Treasury Board on the size of the public service.

Promotion based on merit, not patronage

- The PSC is an independent agency that manages the recruitment and staffing processes in accordance with *The Public Service Act, 1998*, and collective agreement provisions. Unionized positions are staffed on the basis of a senior qualified model, and non-unionized positions on the basis of a qualified model, ensuring promotions are based on merit.
- This ensures principles of fairness, openness, and accessibility are upheld.

Funding for the Johnson-Shoyama Graduate School of Public Policy

- Funding (\$250,000) was approved in the 2008-09 budget for the Johnson-Shoyama Graduate School of Public Policy.

Public Integrity Commissioner

- A new Commissioner position has not yet been established. However, research was conducted in order to learn from the experience of other jurisdictions and from best practices.

Commitments from the 2007 Speech from the Throne

The key commitment relating to the PSC was *The Saskatchewan Growth and Financial Security Act*, designed in part to "ensure the size of the public service will not grow at a rate faster than the population it serves." (p. 3, "Securing the Future," Speech from the Throne, 2007, available at www.gov.sk.ca/executive-council/throne-speech)

Work will continue on this commitment in future years.

Progress by Key Priority Strategies

The government-wide *Human Resource Plan for the Saskatchewan Public Service* articulates vision, goals, and priorities for human resource management in the public service. This plan, included in the Appendices, has two goals:

- The Saskatchewan public service has a diverse, talented, innovative, and dedicated workforce.
- The Saskatchewan public service has a healthy, productive, and collaborative work environment.

In support of the goals, four key priority strategies have been identified:

- Attracting and Retaining Talent
- Engaging Employees
- Building Leadership Capacity
- Improving Human Resource Service Delivery

These priority strategies, and the actions under them, are designed to ensure that an independent, qualified, and professional public service is in place to carry out government's commitment to growth, security, and promises, and to ensure that Saskatchewan continues to have a strong public service to provide programs, policies, and services to the people of this province.

The commitments the PSC made in its 2007-08 Performance Plan to address these priority strategies are listed below, followed by actions and results for each.

Attracting and Retaining Talent

Research and develop recruitment strategies to address government-wide and ministry-specific priority recruitment needs and issues

- Identify and facilitate the development of recruitment strategies for priority difficult-to-recruit occupations:
 - Established the Recruitment and Employment Programs Branch with dedicated recruiters.
 - Hired an Aboriginal recruiter (term position) to enhance recruitment and retention of Aboriginal employees across the public service.
 - Partnered with 16 ministries to implement recruitment strategies to address critical hard-to-recruit occupations within the public service. Plans include salary supplements, internship programs, under-fill hiring and laddering options, paid and non-paid practicums, job redesign, and reviews of existing educational and experience requirements to ensure access to jobs is not restrictive.
 - Identified common hard-to-recruit occupations, including nurses, policy/research analysts, auditors, and accountants.
 - Developed a Northern Recruitment Strategy and ministry responses to address critical hard-to-recruit occupations in northern Saskatchewan. (Positions in northern and rural communities continue to be hard-to-recruit and retain for several ministries.)

- Develop, co-ordinate, and support partnerships with educational institutions and appropriate community-based organizations:

- Partnered with 16 ministries to develop and support relationships with educational institutions and community-based organizations, to promote the public service as an employer of choice, enhance public awareness, and recruit candidates for specific program areas.

- Influence educational program curriculum to ensure that it is addressing the needs of the organization:

- Partnered with eight ministries to build relationships with post-secondary institutions to ensure program curriculum develops the skills required to successfully deliver government programs and services.

Evaluate existing human resource policies and processes to ensure they are effective in attracting and retaining high quality employees

- Review policies regarding phased retirement:
 - Implemented minor modifications to the Phased-In Retirement Policy in response to the abolition of mandatory retirement. Changes to provincial and federal pension legislation are underway, which will impact this review and any policy changes proposed. Work will continue on this action in 2008-09.
- Review compensation policies and salary rates for specific occupations where recruitment or retention difficulties are identified:
 - Reviewed existing in-scope salary supplement ranges to ensure they were competitive with the labour market.
 - Established new supplements for pilots and increases to supplements for tax auditors comparable to market. The change has resulted in the successful recruitment of seven new tax auditors.

Continue the Masters of Public Administration (MPA) Internship Program to increase the number of experienced individuals available to compete for future vacancies in the Saskatchewan public service

- Continued the implementation of the MPA Internship Program, which enables graduate students to work directly with Deputy Ministers and other senior executives, in order to learn first-hand the inner workings of government and the public service. In the third year of the program, seven students are currently working in host ministries and 67 per cent of students who completed internships obtained ongoing employment within the Saskatchewan public service.

Continue to implement youth recruitment initiatives and create employment opportunities for youth

- Continued to be one of the largest employers of students. In 2007-08, 620 students participated in various student employment programs.
- Promoted careers in the Saskatchewan public service at 15 career fairs and 16 events, including business dinners and receptions.
- Conducted one-on-one meetings to guide job seekers through the staffing process, provide career counseling, and pre-assess skills.
- Negotiated and implemented a new letter of understanding with the Saskatchewan Government and General Employees' Union, which allows for some permanent positions to be filled by recent graduates without reference to seniority provisions. Five positions were posted and filled with recent post-secondary graduates this past fiscal year.
- Partnered with several ministries to create employment opportunities for youth by developing ministry youth strategies, offering positions to youth at a "training" wage rate, implementing assisted practicum student policies, and participating in internship, co-op, summer student, and other student employment programs.

Implement revised student employment programs that better recognize ministry program and service delivery needs

- Amended student hiring policy to allow for some rehiring of students so that they can build careers as public servants. In 2007-08, 29 per cent of Summer Student Program students and 25 per cent of Student Employment Experience Program students were rehired.

Create employment opportunities for employment equity group members

- Partnered with several ministries to create employment opportunities for employment equity group members by designing ministry diversity employment programs (for example, an apprenticeship program for heavy duty mechanics and welders targeting Aboriginal people at Highways and Infrastructure), participating in career events targeted at diversity group members, and using diversity competencies in recruitment.
- Administered the Aboriginal Career Connections Program, providing mentoring, networking, and learning and development support to Aboriginal interns.
- Continued implementation of the Recruitment and Retention of Persons with Disabilities Program. Through the program, job seekers with disabilities were placed in public service jobs.

Work with ministries, the Aboriginal Government Employees Network (AGEN), the Saskatchewan Visible Minority Employees Association (SVMEA), and the New Professionals Network, to develop recruitment strategies to increase access to employment opportunities for each employment equity group

- Provided support to employee networks, including AGEN and SVMEA, to help promote the public service as a great place to work.

Ensure all managers are evaluated on their achievement in creating a diverse workforce

- Partnered with 10 ministries to identify diversity objectives, measures or actions for managers in their 2007-08 individual performance plans.

Measurement Results

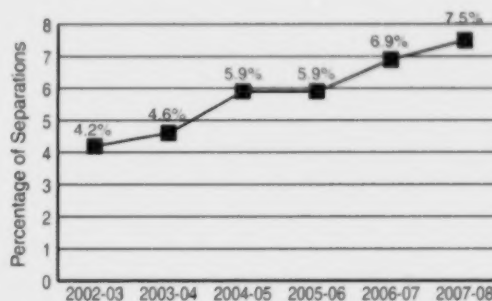
With skill shortages predicted in the next five years throughout Canada, along with low immigration, higher than normal out-migration from Saskatchewan in previous years, low youth representation and a high representation of baby-boomers, the public service will be challenged to attract and retain highly skilled employees, and can anticipate wage premiums for employees with higher skill levels.

The measures outlined below help gauge our progress towards attracting and retaining a professional public service. Improving the retention rates of new employees, attracting high quality candidates, ensuring our separation rate is healthy, and attracting and retaining a more diverse and youthful workforce demonstrate our success in this key priority strategic area.

Percentage of managers who believe they are able to attract high quality candidates [under development]

This measures the percentage of managers who believe they are able to attract skilled and knowledgeable candidates, which the public service is seeking to attract to its workforce. A number of factors influence this measure, including compensation, manager quality, work-life balance, opportunities for personal growth, and a supportive environment. The Commission plans to develop and conduct a broad client survey for human resource services, thereby establishing a new baseline.

Employee separation rate



Source: PSC Human Resource Information System, March 2003, 2004, 2005 & 2006; Government of Saskatchewan, Multi-Informational Database Application System (MIDAS), March 2007 & April 2008.¹

This measures the percentage of permanent full-time employees who leave the public service for any reason, voluntary or involuntary. Best practices indicate that a healthy separation rate is between 5.0 per cent and 8.0 per cent.² Managers and management practices have a high level of influence on this measure but other factors, such as employees' desire for different employment experiences or opportunities for advancement, and family and personal reasons, also play a role.

Trends

The separation rate continues to slowly increase, primarily because of an increased number of retirements as the baby boom generation ages. The voluntary component of separation at 6.0 per cent compares to a "rising average annual voluntary turnover rate of 8.5 per cent for Canadian companies and a 6.3 per cent rate for Canadian government organizations."³

¹ Please note in the 2007-08 Annual Report, employee demographic and flow data for the Saskatchewan Public Service was pulled on April 1, 2008, rather than March 31, 2008, to effectively report on the organization by the new ministry structures. The exception to this is the percentage of representation by employment equity group data, which was pulled on March 31, 2008.

² Watson Wyatt Research.

³ The Conference Board of Canada, Compensation Planning Outlook 2008: The "Alberta Effect" Puts Upward Pressure on Pay, 2008, page 15, www.conferenceboard.ca.

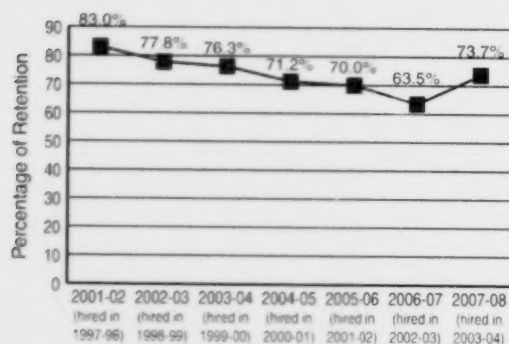
Risks

The public service will face an increasing challenge in retaining employees as the labour market continues to tighten, and more and more employees retire. Although rising, the separation rate is currently at an acceptable level at 7.5 per cent. Certain groups and occupations where rates of separation are highest require in-depth monitoring and may require customized supports.

Calculation

This measure is calculated by dividing the number of permanent full-time employees who left the public service (635) by the total number of permanent full-time employees (8,469):

Retention rate of new employees



Source: PSC Human Resource Information System, March 2002, 2003, 2004, 2005 & 2006; Government of Saskatchewan, Multi-Informational Database Application System (MIDAS), March 2007 & April 2008.*

This measures the rate at which the public service is able to retain new, permanent full-time employees over a four-year period. The retention rate provides insight into the quality of human resource policies, practices, and processes, organizational culture, and leadership within the

public service. Managers and management practices have a high level of influence on this measure but other factors, such as employees' desire for different employment experiences or opportunities for advancement, family, and personal reasons, also play a role.

Trends

Retention rates have increased over the past year, from 63.5 per cent in 2006-07 to 73.7 per cent in 2007-08. This is a positive trend for the public service in comparison to the past five years, which saw a significant decline in retention. Retention is an area of concern for the public service as the competition for skilled labour increases.

Risks

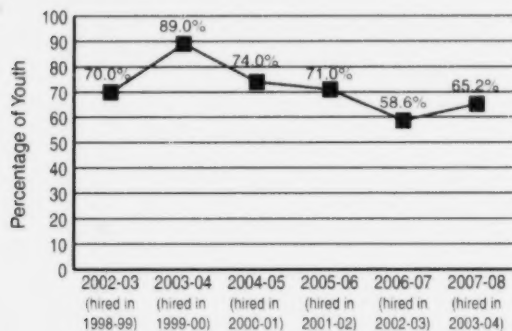
Skilled, diverse, and knowledgeable employees in Saskatchewan's public service are a key component to ensuring government priorities are met through strong public policy and effective program and service delivery to the public. Declining retention rates for new employees put the service at risk due to skill gaps, negative views by prospective or new employees that the service is not an employer of choice, and increased costs to the organization for the recruitment and orientation of new employees.

Calculation

This measure is calculated by dividing the number of retained permanent full-time employees (73) for a four-year period (2004 to 2008) by the number of employees hired (99) within the first year of the four-year period, 2003-04. A new employee is a new hire with no previous government experience, or one who is returning to work after a break in service of over 180 days.

* Please note in the 2007-08 Annual Report, employee demographic and flow data for the Saskatchewan Public Service was pulled on April 1, 2008, rather than March 31, 2008, to effectively report on the organization by the new ministry structures. The exception to this is the percentage of representation by employment equity group data, which was pulled on March 31, 2008.

Retention rate of youth (under age 30) within the public service



Source: PSC Human Resource Information System, March 2003, 2004, 2005 & 2006; Government of Saskatchewan, Multi-Informational Database Application System (MIDAS), March 2007 & April 2008.⁵

This measures the rate at which the public service is able to retain youth hires over a four-year period. The retention rate provides insight into the quality of human resource policies, practices, and processes, organizational culture, and leadership within the public service. Managers and management practices have a high level of influence on this measure but other factors, such as employees' desire for different employment experiences or opportunities for advancement, family, and personal reasons, also play a role.

Trends

Retention rates have increased over the past year, from 58.6 per cent in 2006-07 to 65.2 per cent in 2007-08. This is a positive trend for the public service in comparison to the past four years, which saw a significant decline in the retention of youth. Retention is an area of concern for the public service as the competition for skilled labour increases. It is important that the organization strives to retain youth to ensure the sustainability of government programs and services.

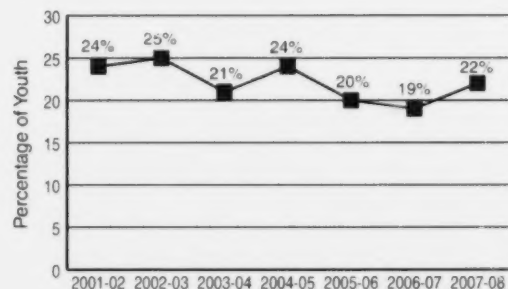
Risks

If the public service does not retain youth, there is a risk that government programs and services will not be sustained due to a lack of qualified employees. Historically, one barrier to recruiting youth has been their lack of seniority for in-scope positions. This means if job cuts occur, those with the least seniority (quite often youth) will be displaced.

Calculation

This measure is calculated by dividing the number of retained permanent full-time employees (15) for a four-year period (2004 to 2008) by the number of employees hired (23) within the first year of the four-year period, 2003-04.

Percentage of new, permanent full-time hires that are youth (under 30) in the public service



Source: PSC Human Resource Information System, March 2002, 2003, 2004, 2005 & 2006; Government of Saskatchewan, Multi-Informational Database Application System (MIDAS), March 2007 & April 2008.⁶

⁵ Please note in the 2007-08 Annual Report, employee demographic and flow data for the Saskatchewan Public Service was pulled on April 1, 2008, rather than March 31, 2008, to effectively report on the organization by the new ministry structures. The exception to this is the percentage of representation by employment equity group data, which was pulled on March 31, 2008.

⁶ Please note in the 2007-08 Annual Report, employee demographic and flow data for the Saskatchewan Public Service was pulled on April 1, 2008, rather than March 31, 2008, to effectively report on the organization by the new ministry structures. The exception to this is the percentage of representation by employment equity group data, which was pulled on March 31, 2008.

This identifies the percentage of new, permanent full-time hires that are youth (under 30 years of age) in the public service for a given year. This is a reflection of government's ability to hire young employees and is a step towards achieving a rejuvenated workforce representative of Saskatchewan's population. Managers have a high level of influence on hiring and maintaining a representative workforce. This measure is also influenced by the labour supply and seniority provisions in the collective agreement.

Trends

The percentage of youth hired in the public service increased to 22 per cent in 2007-08. The public service needs to sustain this trend by continuing to take steps to ensure more youth are hired within the public service.

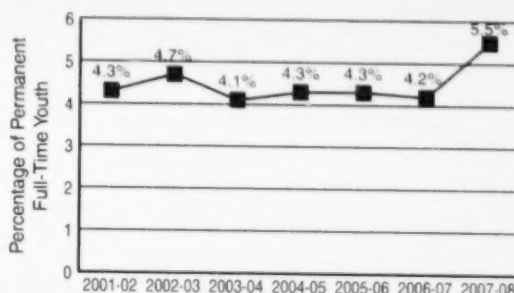
Risks

It is important that the organization hires and retains youth for their energy, innovation, and enthusiasm, and to increase the number of younger employees to prepare for upcoming retirements. In order to retain younger employees, the public service must strive to offer a flexible, innovative, welcoming, and challenging work environment.

Calculation

This measure is calculated by dividing the number of youth (under 30 years of age) hired in 2007-08 into permanent full-time positions (52) by the number of new, permanent full-time employees hired (235) into the public service. A new hire is defined as anyone who has no previous experience with the public service or who has had a break in service, 180 calendar days or greater.

Percentage of permanent full-time public service employees under 30 years of age



Source: PSC Human Resource Information System, March 2002, 2003, 2004, 2005 & 2006; Government of Saskatchewan, Multi-Informational Database Application System (MIDAS), March 2007 & April 2008.⁷

The level of youth (under 30 years of age) representation is a reflection of government's ability to attract and retain youth in full-time, permanent jobs. Human resource staff provides guidance and advice to managers who have a high level of influence on hiring and maintaining a representative workforce. This measure is also influenced by the supply of qualified youth available in the labour market.

Trends

The percentage of youth within the public service has increased to 5.5 per cent this past year, after being stable at approximately 4.0 per cent over the five years prior. This is a positive trend for the public service because the demographic composition of the service does not reflect the composition of the employed provincial population. There is a noticeable shortage of youth and an over-representation of baby-boomers. As of April 1, 2008, only 12.8 per cent of all employees and 5.5 per cent of permanent full-time employees were under 30 years of age, compared with 27.9 per cent of the entire employed provincial population.⁸

⁷ Please note in the 2007-08 Annual Report, employee demographic and flow data for the Saskatchewan Public Service was pulled on April 1, 2008, rather than March 31, 2008, to effectively report on the organization by the new ministry structures. The exception to this is the percentage of representation by employment equity group data, which was pulled on March 31, 2008.

⁸ Government of Saskatchewan, Multi-Informational Database Application System (MIDAS), April 1, 2008; Statistics Canada, CANSIM Table 282-0001: Labour Force Survey Estimates (including employees and self-employed persons), April 2008.

It is important that the organization strives to employ youth to ensure the sustainability of government programs and services. Youth hiring remains a priority for the Government of Saskatchewan. The PSC and ministries will work to continue this improvement.

Risks

If the public service does not hire youth, there is a risk that government programs and services will not be sustained due to a lack of qualified employees. Historically, one barrier to recruiting and retaining youth has been their lack of seniority for in-scope positions. This means if in-scope positions become available, senior qualified employees are hired, and if job cuts occur, those with the least seniority (quite often youth) will be displaced. The letter of understanding signed this past year with the Saskatchewan Government and General Employees' Union, which allows for some permanent positions to be filled by recent graduates without reference to seniority provisions, helps to mitigate this risk.

Calculation

This measure is calculated by dividing the number of permanent full-time employees under 30 (469) by the total number of permanent full-time employees (8,469).

Percentage of representation by employment equity groups

This measures attraction and retention of employment equity group members. Human resource staff provides guidance and advice to managers who have a high level of influence on hiring and maintaining a representative workforce. There is a compelling business case for organizations to achieve a diverse workforce. Increasing the representation of employment equity groups allows the public service to better reflect the population of the province and establish a public service that is more creative, producing more thorough solutions to provincial challenges and opportunities.

It is critical to succession management and the ongoing delivery of quality services that the public service has a diverse workforce. A public service that reflects the province's diverse population throughout all levels of government will contribute to the quality of life in Saskatchewan. This measure is highly influenced by the availability of a qualified labour supply within the represented groups.

Percentage of representation by employment equity groups

	2002-03	2003-04	2004-05	2005-06	2006-07	2007-08
Aboriginal persons	10.2%	10.5%	10.5%	10.8%	11.2%	11.4%
Persons with disabilities	3.0%	3.1%	3.0%	3.5%	3.5%	3.3%
Visible minorities	2.3%	2.4%	2.4%	2.8%	3.1%	3.3%
Women in senior management	n/a	34.0%	35.9%	37.8%	39.0%	40.2%
Women in middle management and other management positions	n/a	32.1%	33.6%	33.1%	34.4%	35.0%

Source: PSC Human Resource Information System, March 2003, 2004, 2005 & 2006; Government of Saskatchewan, Multi-Informational Database Application System (MIDAS), March 2007 & March 2008.

Trends

The representation of Aboriginal people, visible minorities, persons with a disability, and women in senior and other management positions continues to move slowly toward Saskatchewan Human Rights Commission targets.

Risks

The public service needs to increase its commitment and presence as an employer that supports diversity in order to attract and retain diversity candidates to ensure a representative workforce, meet current and future skill shortages, and create a workforce that has the capacity to respond to complex challenges and opportunities.

Calculation

This measure divides the number of employees within a particular equity group by the number of employees within the Saskatchewan public service.

Engaging Employees

Develop strategies to retain key positions* within the public service

- Established a Policy Development Community of Practice that focuses on capacity issues within the policy function.
- Reviewed and provided enhanced salary supplements for several hard-to-recruit occupations.
- Delivered organizational health/employee wellness workshops.
- Implemented major changes to the Anti-Harassment Policy.

Support the establishment of an enhanced New Professionals Network within executive government

- Defined a new structure for the new professionals network, now known as *Interconnect – The Knowledge Network for New Public Servants* to assist new employees as they enter the public service workforce.

Finalize negotiation of renewal agreements with the Saskatchewan Government and General Employees' Union (SGEU) and the Canadian Union of Public Employees (CUPE), including increased client involvement, and implement new agreement provisions

- Implemented the new Saskatchewan Government and General Employees' Union and the new Canadian Union of Public Employees Collective Bargaining Agreements.
- Partnered with ministries to provide training and information on the application of the new provisions in the agreement to managers.

Monitor and evaluate *Planning for Success*, the performance management system for out-of-scope employees, to identify and implement actions to increase its effectiveness

- Introduced process changes to the annual *Planning for Success* performance review for out-of-scope employees to improve quality and consistency of performance ratings.

* Key positions are those that:

- are critical to the ministry's ability to achieve strategic business goals and/or critical to the delivery of the ministry's performance plan;
- have negative consequences and would put the ministry at risk if they were vacant for an extended period of time; and
- are identified where resource pools are presently or anticipated to be scarce due to the competitive job-market.

These may be specific positions, an organizational strata (e.g., middle managers), or an occupational group or functional area (e.g., a particular branch).

Identify priority corporate diversity learning needs, and work with ministries on strategies to meet those needs to create a workplace culture that supports and welcomes diversity

- Delivered *Diversity and Respect in the Workplace* to 400 employees across the public service.
- Partnered with eight ministries to deliver diversity training to employees, including: *Aboriginal Cultural Awareness, Respectful Workplace, Racism Free Workplace, Anti-Discrimination, and Anti-Sexual-Harassment* training.

Co-ordinate and administer Employee Survey, and continue to address priority government-wide and ministry-specific needs identified through the survey process

- As a result of the November 2007 election, the Employee Survey was postponed. Discussions will continue in 2008-09 about the Survey.
- Partnered with ministries to implement actions to address priority government-wide ministry and branch needs. Approaches vary by significance, breadth, and impact, and include enhanced communication efforts, employee and leadership development, career planning, work planning, employee orientation, and work-life balance support.

Research, develop, and bring forward options for an out-of-scope variable/performance pay system

- Deferred to 2008-09 fiscal year. Assessment of *Planning for Success* results suggest this system is not yet ready to support a variable pay program.

Increase the usage of the out-of-scope employees performance management system, *Planning for Success*

- Partnered with ministries to increase usage of *Planning for Success*. Actions include setting common performance objectives and measures for all ministry managers, training managers to better complete and manage their own plans and their employees' plans, and providing executive commitment and expectations.

Implement recommendations from review of key policies and systems to support achieving the Statement of Organizational Culture

- Integrated the Statement of Organizational Culture into government-wide leadership orientation and training programs.
- Partnered with 14 ministries to integrate the Statement of Organizational Culture into a variety of initiatives and processes, including workforce planning, diversity plans, succession strategies, orientation, and supervisory training.

Research, develop, and bring forward options for a government-wide Occupational Health and Safety Framework

- Identified policy and service-delivery options to be considered for the Occupational Health and Safety Framework. These will be further reviewed in 2008-09.

Ensure that ministry employees receive annual information on ministry plans and priorities, as well as progress updates on ministry strategies

- Partnered with ministries to ensure employees receive information on plans, priorities and progress, through face-to-face sessions with senior leaders, designing and facilitating division and branch strategic planning sessions, and incorporating ministry plan messages on tools such as the Intranet, employee newsletters and e-mailed information items.

Evaluate the effectiveness of the joint central and ministry-specific Union-Management Committees

- No activities were completed on this action in 2007-08 as parties are still working through post-strike matters, and progress was delayed by the four-month lockout/strike affecting the SGEU, which ended in March, 2008. (Note: This was not a public service dispute, but one between the union and its own unionized staff.)

Research, develop, and implement effective mechanisms to resolve issues, concerns, and conflicts at the appropriate level in the organization

- Partnered with ministries to encourage the use of joint Union-Management Committees to successfully engage employees.

Continue joint efforts with SGEU to reduce backlog of outstanding grievances/arbitrations

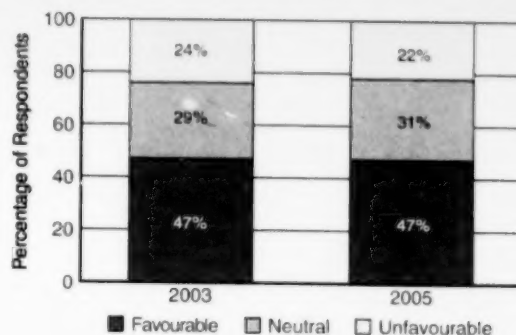
- Partnered with SGEU to review all grievances. Final outstanding grievances will be scheduled for hearing in 2008-09.

Measurement Results

Engaged employees are more productive, perform at higher levels, and are more likely to achieve government goals. They drive organizational outcomes and are satisfied with their overall employment and their organization. Engaged employees desire to perform at high levels, intend to remain in the organization, and positively recommend the organization to others. These employees feel pride for their organization and strive to improve their organization's results.¹⁰

The measures outlined below help gauge our progress towards engaging public service employees. Investing in employee development through training, and by improving employee satisfaction in areas such as understanding the relationship of their job to ministry goals, feeling that they are supported in their performance, that mechanisms exist to deal with their concerns, that they are able to access and use work-life balance policies, and that the culture of the public service supports workplace diversity demonstrate our success in this key priority strategic area.

Percentage of employees who believe mechanisms exist to deal with their concerns



Source: 2003 and 2005 Government-wide Employee Surveys, Saskatchewan Public Service.

This measures the organization's effectiveness at resolving issues and conflicts in the workplace. Avenues to deal with conflict and/or employee issues contribute to positive employee relations. The human resource function plays a significant role through the establishment of systems and processes for addressing employee concerns. Managers play a large role in educating employees about these processes. The results for this measure are drawn from the government-wide biennial survey of ministry employees, conducted by HayGroup, a human resource consulting firm.

Trends

The public service is on par with the public sector norm, as listed in the HayGroup survey databank. Providing effective mechanisms to deal with employee concerns remains a priority for the Saskatchewan public service. The PSC and ministries will work to maintain the strength of these results.

Risks

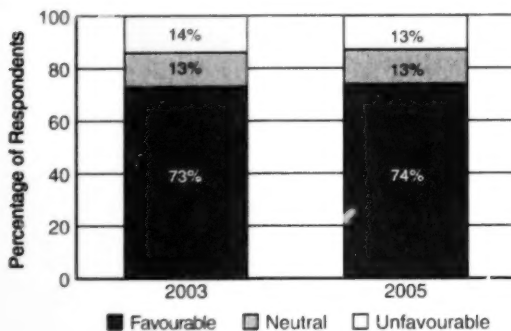
If effective mechanisms are not available to deal with conflict or employee issues, employee relations will be negatively affected, and individual and organizational performance will be disrupted. Research indicates that employees want to feel they can communicate openly with their supervisors. If employees do not feel they have this opportunity, employee engagement will deteriorate.

¹⁰ Provincial Employee Engagement Interjurisdictional Team, *Employee Engagement Model*, August 24, 2006.

Calculation

Three questions make up the composite results for this measure. The questions consider whether Union-Management Committees are a useful mechanism for resolving workplace issues, whether managers are taking action on employee problems and complaints, and whether managers are listening to what employees have to say.

Percentage of employees who believe they are able to access and use work-life balance policies



Source: 2003 and 2005 Government-wide Employee Surveys, Saskatchewan Public Service.

This measures employee views on the level of organizational support for work-life balance. This commitment is essential to develop a corporate culture that supports work-life balance. Management must support and provide opportunities for employees to access and use work-life balance policies while balancing the operational activities of the employer. Results for this measure are drawn from the government-wide biennial survey of ministry employees, conducted by HayGroup.

Trends

The public service is above the public sector norm by 10 per cent as listed in the HayGroup survey databank. Work-life balance remains a priority area for the Saskatchewan public service. The Statement of Organizational Culture declares the public service is committed to providing work-life balance for all employees. This is an area of strength in the public service, and the PSC and ministries will work to maintain this strength.

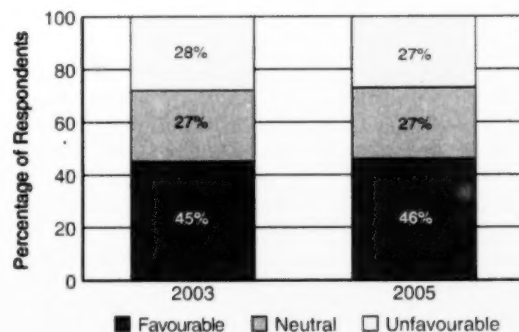
Risks

In the 2005 Employee Survey, 57 per cent of public service employees identified having the opportunity to balance work and personal life as one of the most important values in their work environment (fourth out of seven). As the labour market continues to tighten and competition for skilled and educated labour increases, the Saskatchewan public service is challenged to maintain a culture that supports work-life balance. If not, employees may become dissatisfied and leave. Over the past five years, the PSC and ministries have promoted work-life balance to employees in the Saskatchewan public service and will continue to do so.

Calculation

Two questions make up the composite results for this measure. The questions consider whether managers are sensitive to the relationship between employees' work-life and personal life, and whether managers are flexible when employees have a personal or family matter to take care of.

Percentage of employees who believe they are supported in their performance



Source: 2003 and 2005 Government-wide Employee Surveys, Saskatchewan Public Service.

This measures the extent of ongoing guidance and coaching for employees to successfully fulfill their roles. If employees are provided with clear expectations and receive constructive feedback, on-the-job performance should improve. Human resource service teams support managers who in turn support employees. Therefore, managers and human resource staff share a high level of

influence on this. Results for this measure are drawn from the government-wide biennial survey of ministry employees, conducted by HayGroup.

Trends

The public service is on par with the public sector norm, as listed in the HayGroup survey databank. Supported and high performing employees remain a priority area for the Saskatchewan public service. The PSC and ministries will work to maintain the strength of these results.

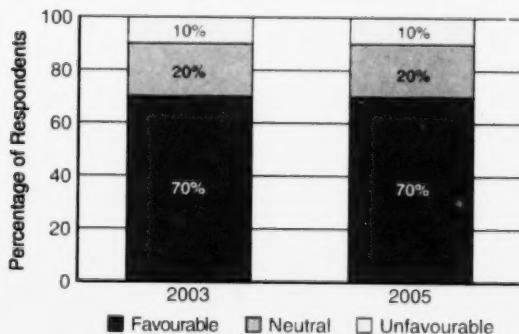
Risks

Creating an enabling environment, including providing employees with the resources, training, and leadership required to do their jobs, is crucial. If employees do not believe they are supported in their performance, employee engagement levels may fall, resulting in lower individual and organizational performance levels.

Calculation

Four questions make up the composite results for this measure. The questions consider whether employees are recognized for their contributions, whether employees are provided with the training they need to do their present job effectively, whether managers are setting clear work priorities and objectives, and whether managers are providing feedback on the quality of work they are doing on a regular basis.

Percentage of employees who understand the relationship of their job to ministry goals



Source: 2003 and 2005 Government-wide Employee Surveys, Saskatchewan Public Service.

This measures employees' understanding of the link between ministry strategic goals and the role they play in achieving those goals. Managers have a high level of influence on ensuring employees have access to information and are aware of ministry goals and how they link to individual work units. Employees also have a responsibility to ensure they understand the link between ministry and individual goals. This measure has a direct correlation to the effectiveness of manager and supervisor communication with their employees. Effective communication is essential to building an effective organization. Results for this measure are drawn from the government-wide biennial survey of ministry employees, conducted by HayGroup.

Trends

The public service is on par with the public sector norm as listed in the HayGroup survey databank. Linking employees' roles to the ministry goals remains a priority for the Saskatchewan public service. The PSC and ministries will work to maintain the strength of these results.

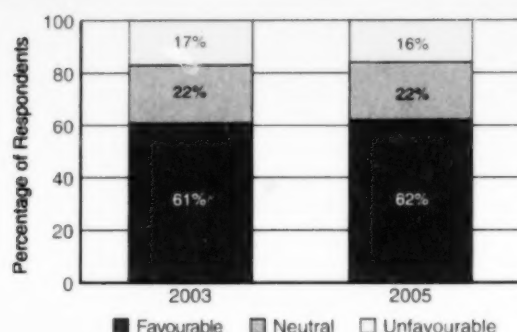
Risks

If employees do not understand the relationship of their job to ministry goals, there is a risk they will not see the value in their role, which may cause morale and individual performance to deteriorate. As well, the ability to achieve ministry goals may be at risk by having employee roles that are not in clear support of the organization's priorities.

Calculation

One question comprised this measure. It considers whether employees understand the relationship between their job and the ministry's goals.

Percentage of employees who believe the organizational culture supports workplace diversity



Source: 2003 and 2005 Government-wide Employee Surveys, Saskatchewan Public Service.

This measures employees' perceptions of organizational support for diversity. Human resources provides educational materials and coaches managers on workplace diversity, which results in managers having a high level of influence on developing a culture that supports workplace diversity. Results for this measure are drawn from the government-wide biennial survey of ministry employees, which is conducted by HayGroup.

Trends

The public service is 4.0 per cent above the public sector norm as listed in the HayGroup survey databank. An organizational culture that supports diversity continues to be a priority for the Saskatchewan public service. As such, the PSC and ministries will work to maintain this strength.

Risks

If the public service does not have a culture that supports diversity, it will have difficulty attracting and retaining diversity group members.

Calculation

Four questions make up the composite results for this measure. The questions consider whether the Saskatchewan public service is committed to ensuring equal opportunities for all employees, whether ministries understand and value the differences among employees, whether ministries treat employees fairly, with respect to gender, race or disability, and whether managers make reasonable efforts to accommodate employees' needs.

Percentage of payroll spent on training

This measures expenditures on training as a percentage of straight-time annual payroll. The measure provides insight into investment in education, training, and development for employees. Management and management practices have a high degree of influence on this measure.

Trends

Information on this measure collected in 2007-08 shows 0.65 per cent of payroll was spent on employee training. This measure is showing a positive trend with the percentage in 2007-08 increasing over the amount spent on employee training in 2006-07 (0.60 per cent of payroll) and the amount over the four years prior (0.50 per cent of payroll). This compares with a 1.80 per cent overall average of payroll invested in training for Canadian organizations in 2006.¹¹

Percentage of payroll spent on training

	2002-03	2003-04	2004-05	2005-06	2006-07 (Baseline)	2007-08
Percentage of payroll spent on training	0.50%	0.50%	0.50%	0.50%	0.60%	0.65%

Source: Ministry Year-End Reports, Human Resource Plans, March 2003, 2004, 2005, 2006, 2007 & 2008.

¹¹ The Conference Board of Canada, *Learning and Development Outlook 2007: Are We Learning Enough?* ISBN 0-88763-761-2, page 12.

Sustaining this positive trend is critical as investment in employee training and development supports employees to successfully deliver on government's priorities. Although government appreciates the need for greater investment in this area, the public service invests far less on learning and development than other government jurisdictions (1.74 per cent¹²) and organizations.

Risks

Higher public expectations on services and changing programs, policy, and service delivery models require employees with the right knowledge and skills to effectively perform in a changing environment. Maximizing existing employee skills and increased investment in learning and development will assist in engaging employees and keeping their skills current so that government priorities can be achieved. The risk from current pressures, including an aging workforce, an increasingly knowledge-based economy, and economic globalization, is that the government and the province's productivity will lag behind that of our neighbors if the investment in learning and development is not addressed.

Calculation

Total training expenditures divided by straight-time annual payroll.

Building Leadership Capacity

Develop, deliver, and co-ordinate priority government-wide leadership, management, and supervisory learning and development initiatives that complement existing ministry-based initiatives and increase access for employees

- Co-ordinate, deliver, and evaluate the *Leadership Development Program* for middle managers across executive government:
 - Delivered two service-wide *Leadership Development Programs* to 47 middle managers.

- Implement orientation program for senior leaders and managers:
 - Implemented an orientation program for senior leaders and managers. Seventy-five participants attended sessions in 2007-08.
- Develop and implement learning and development opportunities to increase the knowledge and skills of current and prospective senior leaders in executive government:
 - Implemented government-wide training initiatives related to leadership, supervisory, and management skills development, including eight *Crucial Conversation Workshops* for 135 employees, and Dr. Linda Duxbury's *Managing a Changing Workforce* presentation to senior leaders.
- Manage leadership development initiatives at the ministry level:
 - Partnered with 16 ministries to provide managers with several University of Saskatchewan *Leadership Development Program* sessions. As well, partnered with ministries to develop and implement customized leadership development programs for current and future leaders.
- Implement recommendations from the review of the management competency model:
 - Revised the existing management competency model to ensure it is relevant to the changing needs of the Saskatchewan public service.
- Co-ordinate and participate in management workshops and initiatives identified through collaboration with executive government ministries:
 - Planned and delivered workshops in areas of *Crucial Conversations* and strategic orientation. As well, nine additional trainers were certified and a delivery calendar was developed for the *Crucial Conversations* program.

¹² The Conference Board of Canada, *Learning and Development Outlook 2007: Are We Learning Enough?* ISBN 0-88763-761-2, page 12.

Develop and implement executive succession strategies to ensure continuity of knowledge and skills in executive positions

- No activities were completed on this action due to other priorities in 2007-08. Executive succession remains a priority for the Saskatchewan public service. The PSC will continue progress on this key action in 2008-09.

Develop and implement succession management strategies for priority occupational groups that have service-wide implications, and for identified ministry key positions

- Established the Policy Development Community of Practice.
- Developed guidelines for managers to assist in recognizing technical and leadership talent within their branches.
- Partnered with 12 ministries to identify, develop, and implement succession plans for identified key positions.

Support implementation of the succession management strategies and initiatives across government

- Research and support assessment tools and processes to evaluate leadership potential and development needs:
 - Developed a multi-rater feedback tool to assess leadership and management competencies.
- Provide consulting support to ministries in developing and implementing succession initiatives:
 - Continued support of the government-wide Succession Management Framework.
 - Facilitated ongoing meetings with the Organizational Development Working Group to share resources and co-ordinate initiatives related to talent management.

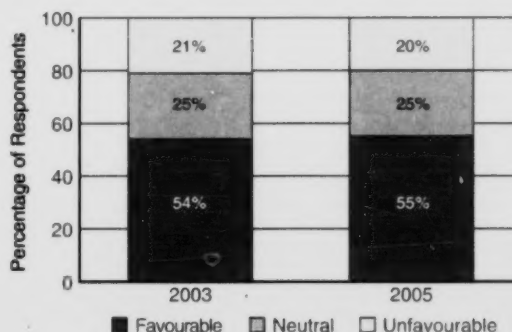
Measurement Results

Strong leadership at all levels is vital to employee and organizational success. The Saskatchewan public service is facing a leadership challenge due to:

- fundamental changes in the role and capabilities required of public service leaders as the public service increases the use of horizontal strategies, integrated service delivery, and movement towards shared accountabilities with stakeholders;
- less than required leadership bench strength (defined as the number of leadership candidates waiting to step up to bat) to meet future needs; and
- less than adequate leadership development over the past 15 years.

The measures outlined below help gauge our progress towards building leadership capacity. Improving the percentage of employees who believe their direct supervisor is effective, increasing the number of succession plans for key positions, investment in, and opportunities for, leadership development demonstrates our success in this key priority strategic area.

Percentage of employees who believe their direct supervisor is effective



Source: 2003 and 2005 Government-wide Employee Surveys, Saskatchewan Public Service.

This measures employee perception of his or her supervisor's leadership and management capabilities. It also identifies the impact of learning and development provided to supervisors. Managers have a high level of influence on this measure. Results for this measure are drawn from the government-wide biennial survey of ministry employees, conducted by HayGroup.

Trends

The public service is 1.0 per cent above the public sector norm as listed in the HayGroup survey databank. Effective supervision remains a priority area for the Saskatchewan public service. The central role of leadership is vital to employee and organizational success. Effective leaders need to "create collective ambition – a common sense of focus and purpose that drives co-operation and performance."¹³ The PSC and ministries will work to maintain the strength of these results.

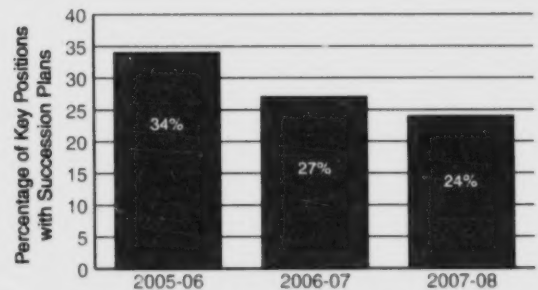
Risks

If employees are not satisfied with their direct supervisors there is a greater risk of them not being fully engaged, performing at lower levels, and eventually leaving the organization.

Calculation

Ten questions make up the composite results for this measure. The questions consider whether managers help in resolving job-related problems, setting clear work priorities, role modeling behaviors expected of staff, dealing fairly with employees, taking action on problems and complaints, recognizing employees, providing learning opportunities, sharing information, listening, and providing employees with feedback.

Percentage of identified key positions with succession plans



Source: Ministry, Year-end Reports, March 2006, 2007 & 2008.

This measures the effectiveness of succession management within the public service. The human resource function plays a significant role in leading the development of succession planning initiatives, and management influences implementation.

Trends

Information on this measure has only been collected for the past three fiscal years so trend information is not substantial. As well, ministries have identified key positions using a more robust method in 2006-07 and 2007-08, resulting in an increase in the number of key positions identified. The data for the measure is gathered from ministries and will be more effectively reported in 2008-09 when ministries report further on results. In 2007-08, 24 per cent of identified key positions were reported to have succession plans.

Risks

Failure to develop succession plans for identified key positions puts the public service at risk. Continuity in programs and services to the public may be challenged due to skill and occupational shortages for undetermined periods of time. In particular, the increase in retirements over the next five years coupled with the tightened labour market will continue to increase the time and effort it takes to fill a vacant position, orient a new employee, and bring a new employee's performance to required capacity. Succession management initiatives help mitigate this risk.

¹³ Albert A. Vicere, "Leadership in the Networked Economy," *Human Resource Planning* 25, 2 (2002), p.26. Available from Ebsco Information Services, Ipswich, Mass.

Calculation

This measure is calculated by taking the number of key positions with succession plans and dividing by the total number of key positions.

Key positions are those that:

- are critical to the ministry's ability to achieve strategic business goals and/or critical to the delivery of the ministry's performance plan;
- have negative consequences and would put the ministry at risk if vacant for an extended period of time; and
- are identified where resource pools are presently or anticipated to be scarce due to the competitive job-market.

Percentage of payroll spent on supervisory, management, and leadership training

This measures the amount of expenditures on leadership training as a percentage of straight-time annual payroll. The measure provides insight into the amount of investment in education, training, and development for supervisors, managers, and leaders. Management and management practices have a high degree of influence on this measure.

Trends

This is the second year the PSC is publicly reporting on this measure. Information on this measure collected in 2007-08 shows 0.20 per cent of payroll is spent on supervisory, management, and leadership training. Effective leadership is a priority area for the Saskatchewan public service. The central role of leadership is vital to employee and organizational success. The PSC and ministries will work to increase these results.

Risks

The Saskatchewan public service is facing a leadership challenge due to changes in the role and capabilities required of public service leaders, less than required leadership bench strength, and less than adequate leadership development.

Leadership capacity within the Saskatchewan public service needs to be enhanced to respond to these changing expectations and build the required leadership capacity to effectively respond to future provincial challenges and opportunities.

Calculation

Total training expenditures for supervisory, management, and leadership training divided by straight-time annual payroll.

Percentage of leaders, managers, and supervisors who believe they have had developmental opportunities [under development]

This measures the perception of organizational support for developmental opportunities for leaders, managers, and supervisors. Leaders and managers include employees in the management classification plan (MCP) levels 4 to 12 and deputy minister levels 1 to 5. Supervisors include all in-scope supervisors. Management has a high degree of influence on this measure.

Percentage of payroll spent on supervisory, management, and leadership training

	2002-03 (Baseline)	2005-06	2006-07	2007-08
Percentage of payroll spent on supervisory, management, and leadership training	0.05%	0.13%	0.10%	0.20%

Source: Ministry Year-End Reports, March 2003, 2006, 2007 & 2008.

Improving Human Resource Service Delivery

Continue implementation of a shared service delivery model for human resource services

- Develop strategies for continuing the implementation of the shared service delivery model for human resource service delivery:
 - Transferred ministry human resource staff to the PSC effective July 1, 2007, with full consolidation effective October 1, 2007.
 - Designed and implemented a new PSC organizational structure effective April 1, 2008.
- Evaluate the consolidated human resource service delivery to the former departments of Government Relations; Culture, Youth and Recreation; Labour; Northern Affairs; and First Nations and Métis Relations, as well as to the PSC through a client service team approach:
 - Reviewed Service Team experience to identify relevant successes and issues in order to support reorganization into full consolidated service delivery model.
- Implement skill development initiatives to enhance the capabilities of human resource professionals across the public service to enable them to more effectively meet client needs:
 - Provided facilitation skills training to 22 consultants.
 - Continued internal forums to share best practices in selected human resource areas.
 - Partnered with ministries to support development for human resource professionals in workforce planning, leadership development, classification, labour law, compensation, corrective discipline, crucial conversations, project management, and conflict resolution.
 - Identified priority skill development needs for the human resource community moving into the consolidated service delivery model.
- Review human resource administration and payroll services, including the impact of MIDAS implementation:

- Conducted a review of human resource administration and payroll service delivery. The government is moving forward with the adoption of a new service delivery model, designed to address gaps in current service delivery, leverage full functionality of the system, and move the organization towards a best practice organization.

Continue the implementation and operationalization of the Multi-Informational Database Application System (MIDAS) HR Payroll System through system modifications, the delivery of further training, and increasing staff awareness

- Provided *Timekeeper*, *Record of Employment*, *Learning Administrator*, and *Retro-Pay* training sessions to payroll employees service-wide.
- Responded to 7,200 help desk calls.
- Implemented several system modifications and process improvements.
- Partnered with ministries to deliver internal training for employees and managers on MIDAS tools, processes, and reports.

Deliver human resource services to the Saskatchewan public service

- Delivered effective and efficient human resource services to the Saskatchewan public service, including:
 - Providing a full spectrum of human resource consulting and advisory services to client ministries.
 - Counseling to 858 employees through the Employee and Family Assistance Program.
 - Supporting staffing and classification services in ministries.
 - Staffing 1,420 permanent full-time positions.
 - Completing 1,220 classification actions.
 - Managing the payroll system and payroll operations for all client ministries.
 - Continuing the implementation of the Criminal Record Check policy and process across the public service, processing 3,832 checks in 2007-08.
 - Co-ordinating 29 flu shot clinics.

- Implement changes to staffing and classification service delivery that enhance timeliness and responsiveness:
 - Designed the new human resource service delivery model and put staffing and classification service delivery closer to the client by moving staffing and classification consultants out to Human Resource Service Teams.
- Develop options for an approach to the audit of classification actions:
 - Considered options. A strategy focused on learning and development as opposed to audit will be implemented as a preferred approach.

Measurement Results

Effective and efficient human resource management systems and services play a key role in an organization's ability to achieve its goals and address priority issues. The human resource service delivery model for the Saskatchewan public service is focused on supporting the Government of Saskatchewan to achieve its goals. The ability to demonstrate this success is critical.

The measure outlined below helps gauge our progress towards improving human resource service delivery. Improving the percentage of managers, supervisors, and employees who are satisfied with human resource services demonstrates our success in this key priority strategic area.

Percentage of managers, supervisors, and employees who are satisfied with human resource services [under development]

This measures managers, supervisors, and employees' satisfaction with the delivery of human resource services. Human resource employees have a high level of influence on this measure.

Past information only measured the percentage of management employees satisfied with PSC services. The Commission plans to develop and conduct a broad client survey for human resource services, thereby establishing a new baseline.

2007-08 Financial Overview

Summary of Expenditures

Public Service Commission: 2007-08 Actual Expenditure

Appropriation Totals	(in thousands of dollars)		
	2007-08 Original Budget	2007-08 Actual Expenditure	2007-08 Variance from Budget
Aboriginal Career Connections Program (PS07)			
Salary	\$ 511	\$ 405	\$ (106) ¹
Operating expenses	30	21	(9)
Sub-total	\$ 541	\$ 426	\$ (115)
Central Management and Services (PS01)			
Salary	\$ 835	\$ 878	\$ 43
Operating expenses	1,643	2,159	516 ²
Sub-total	\$ 2,478	\$ 3,037	\$ 559
Employee Relations, Policy and Planning (PS04)			
Salary	\$ 1,948	\$ 2,392	\$ 444 ³
Operating expenses	239	15,184	14,945 ⁴
Sub-total	\$ 2,187	\$ 17,576	\$ 15,389
Human Resource Client Service (PS03)			
Salary	\$ 3,397	\$ 10,860	\$ 7,463 ⁵
Operating expenses	447	255	(192) ⁶
Sub-total	\$ 3,844	\$ 11,115	\$ 7,271
Human Resource Information Services (PS06)			
Salary	\$ 2,038	\$ 1,987	\$ (51) ⁷
Operating expenses	4,293	3,466	(827) ⁸
Sub-total	\$ 6,331	\$ 5,453	\$ (878)
Total Appropriation	\$ 15,381	\$ 37,607	\$ 22,226
Amortization of Capital Assets (PS08)			
Land, buildings and improvements	\$ 31	\$ 32	\$ 1
Office and information technology	1,329	1,595	266 ⁹
Total Expense	\$ 16,741	\$ 39,234	\$ 22,493
Adjustments			
Supplementary funding approved	\$ 24,234		¹⁰
Revised Total	\$ 40,975	\$ 39,234	\$ (1,741)

Variance Explanations (>\$50K)

- 1 Reflects a fluctuation in program participation rates.
- 2 Accommodation and Information Technology services relating to the consolidation of human resource services into the PSC. Costs were fully offset by ministries.
- 3 Salary pressures associated with negotiated salary increases during 2007-08 and severance payments.
- 4 A payable of \$15 million was set up during 2007-08 for anticipated payments to settle law suits relating to non-permanent employee pension contributions.
- 5 Salary costs associated with the consolidation of human resource services into the PSC. Costs were fully offset by ministries.
- 6 Operating costs associated with the consolidation of human resource services into the PSC. Costs were fully offset by ministries. Actuals include recovery of human resource service costs from Government Services.
- 7 Savings due to staff turnover and leaves of absence with delays in backfilling.
- 8 Delayed implementation of the human resource administration and payroll redesign project.
- 9 Relating to the full amortization of the government's human resource administration system (Intranet Personnel System). The IPS system was replaced by MIDAS HR Payroll and is no longer operational.
- 10 Supplementary funding was received for the law suit relating to non-permanent employee pension contributions, the consolidation of human resource services into the PSC, and the implementation of recommendations relating to the redesign of human resource administration and payroll services across government.

Summary of Revenues

The Commission collects revenue relating to the provision of human resource services to external agencies.

A summary of the Commission's 2007-08 budgeted revenue compared to actual revenue is presented below. Variance explanations are provided for all variances that are greater than \$50K.

Summary of Full-Time Equivalents (FTEs)

The Public Service Commission budgeted for 141.8 FTEs in 2007-08.

The actual number of FTEs employed at the Commission was estimated at 244.25 (244.25 represents the actual utilization as a result of the mid-year transfer), a variance of 102.45.

The variance was due to the consolidation of human resource services into the PSC, effective October 1, 2007.

	(in thousands of dollars)		
	Budget	Actual	Variance
Other Revenues			
Casual revenue	\$ 6	\$ 2	\$ (4)
Previous year expenditure	0	4	4
Sales, Services and Service Fees			
All other service fees	\$ 25	\$ 36	\$ 11
Total	\$ 31	\$ 42	\$ 11

For More Information

The PSC is confident this report provides useful information about accomplishments and future plans. If you have questions or comments, we invite you to contact us at:

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This annual report will be available on the PSC's website at: www.psc.gov.sk.ca/reports/annualreport07-08.pdf

Appendix A: Mandate and Governing Legislation

The Public Service Commission is the independent agency responsible for leading effective human resource management in government and representing the public interest in the administration of *The Public Service Act, 1998*.

The PSC is also responsible for the administration of *The Public Service Regulations, 1999*. According to Section 3 of *The Public Service Act, 1998*, the purposes of the *Act* are:

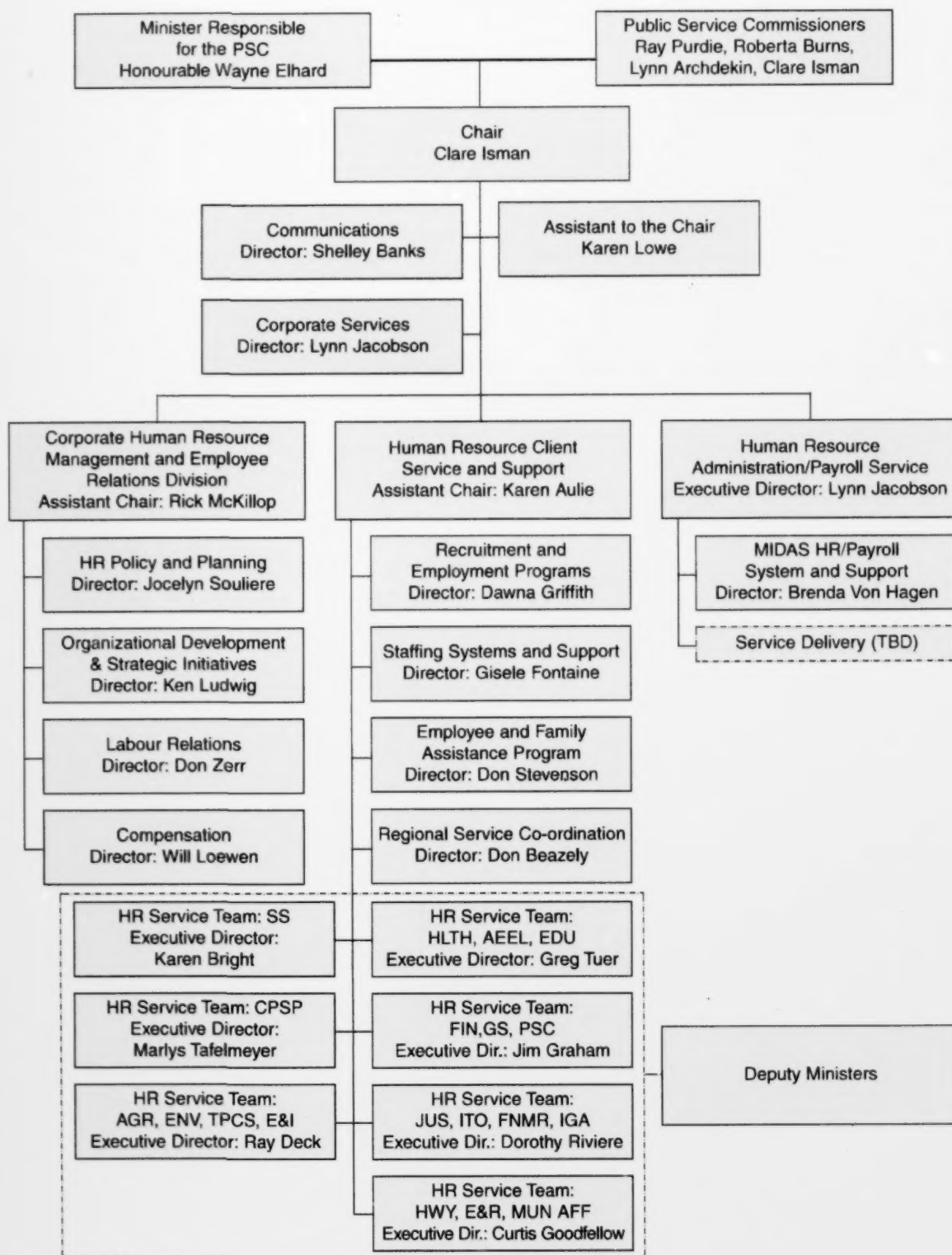
- to maintain an independent and professional public service;
- to facilitate providing quality service to the public in a manner that is responsive to changing public requirements;
- to recruit employees to the public service, and to develop a qualified public service in a manner that fulfills the purposes of the *Act*;
- to strive to develop a public service that represents the diversity of the people of Saskatchewan; and
- to promote harmonious relations between the Government of Saskatchewan, its employees in the public service and the trade unions that represent those employees.

The Minister Responsible for the Public Service Commission has general responsibility for the PSC, including responsibility for answering questions in the Legislative Assembly. The Minister's legal authority is limited to giving direction to the PSC in carrying out its statutory duties with respect to collective bargaining with trade unions representing government employees.

Commissioners are appointed by the Lieutenant Governor in Council and are responsible for effectively carrying out the provisions of *The Public Service Act, 1998*. Commissioners have all powers of commissioners appointed pursuant to *The Public Inquiries Act*, including the power to administer oaths and declarations, to subpoena witnesses and to compel the production of books, papers and records.

The Chair and other Commissioners have exclusive statutory duties respecting human resource matters laid out in the *Act*.

Appendix B: Organization Chart – March 31, 2008



Appendix C: Statement of Organizational Culture

The Saskatchewan public service expects excellence from our employees in serving the public interest. Our success requires a diverse workforce of varying knowledge, skills, and abilities who all aspire to excel in their roles and contribute to organizational success.

Vision

The Saskatchewan public service is a leader in public sector management and policy, and dedicated to delivering programs and services valued by the people of Saskatchewan.

Organizational Principles

- Single employer – we conduct ourselves as one organization.
- Social and fiscal responsibility – we make the most of our finite resources and our efforts foster a social and economic environment that contributes to society and the well-being of our citizens.
- Accountability – we take responsibility for our performance, both the results achieved and the means used.
- Diversity – we welcome and respect the value of human differences and a workplace that is representative of the population of Saskatchewan.

Values

- Service excellence – we satisfy client and stakeholder needs with quality programs and services.
- Teamwork – we learn from each other and collaborate within and across ministries and with external clients and stakeholders to achieve common goals.
- Innovation – we encourage employees to learn new concepts, to be creative, to go beyond the conventional, and be open to new ideas.
- Integrity – we are professional, honest, trustworthy, fair, and uphold the good reputation of the Saskatchewan public service.
- Respect – we treat those we serve, and each other, with courtesy, honesty, trust, and fairness.

Commitment to Employees

The Saskatchewan public service expects excellence from our employees in serving the public interest. In return, the public service is committed to providing:

- challenging work in a supportive environment;
- opportunities for personal and professional growth along with promotional and advancement opportunities;
- work-life balance;
- a safe and healthy workplace;
- quality management and leadership at all levels of the organization; and
- competitive compensation.

Appendix D: Human Resource Plan for the Saskatchewan Public Service

Goal 1: The Saskatchewan public service has a diverse, talented, innovative, and dedicated workforce

Achieving results requires the right talent. A capable, diverse, and innovative workforce with the talent necessary to address emerging and future economic, social, and environmental challenges, achieve government priorities and meet citizen needs is required.

Improving recruitment initiatives, attracting and retaining highly skilled and knowledgeable employees, improving succession management initiatives, and building a diverse workforce are key elements in achieving this goal. These initiatives will assist the public service in addressing the effects of a tightened labour market and the demographic shift of the public service workforce over the next 10 years.

Objective 1 – The public service attracts and retains high quality employees

Objective 2 – The public service has the knowledge and skills required now and into the future

Objective 3 – An increasingly representative workforce at all levels of the organization

Objective 4 – Increased attraction and retention of youth

Goal 2: The Saskatchewan public service has a healthy, productive, and collaborative work environment

To ensure that the public service is capable of providing high quality, citizen-centred programs and services, we must establish the Saskatchewan public service as an attractive workplace for those who are already serving the public, as well as for those who will enter the public service in the future.

This goal focuses on improving the skills of leaders, managers, and supervisors, maintaining constructive relations with employees and unions, improving employee performance management, and improving the human resource service delivery model. What is sought is a workplace where skilled managers and supervisors exercise quality leadership and use sound human resource practices to maximize the performance of employees.

Objective 1 – The public service has effective leaders, managers, and supervisors

Objective 2 – The public service has a work environment that supports employee engagement and excellent performance

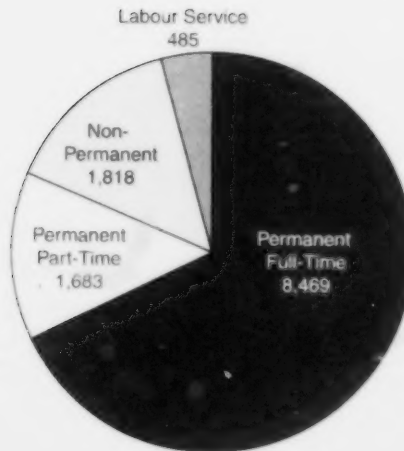
Objective 3 – The public service has constructive and co-operative relations with employees and the unions that represent them

Objective 4 – The public service has a safe and healthy workplace and a culture that supports diversity

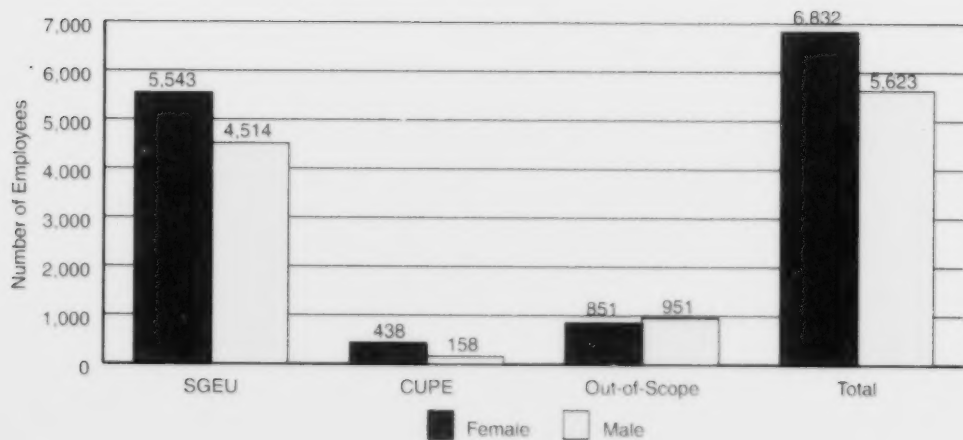
Objective 5 – The public service has responsive, client-centred human resource services, strategies, and policies

Appendix E: Charts and Demographics

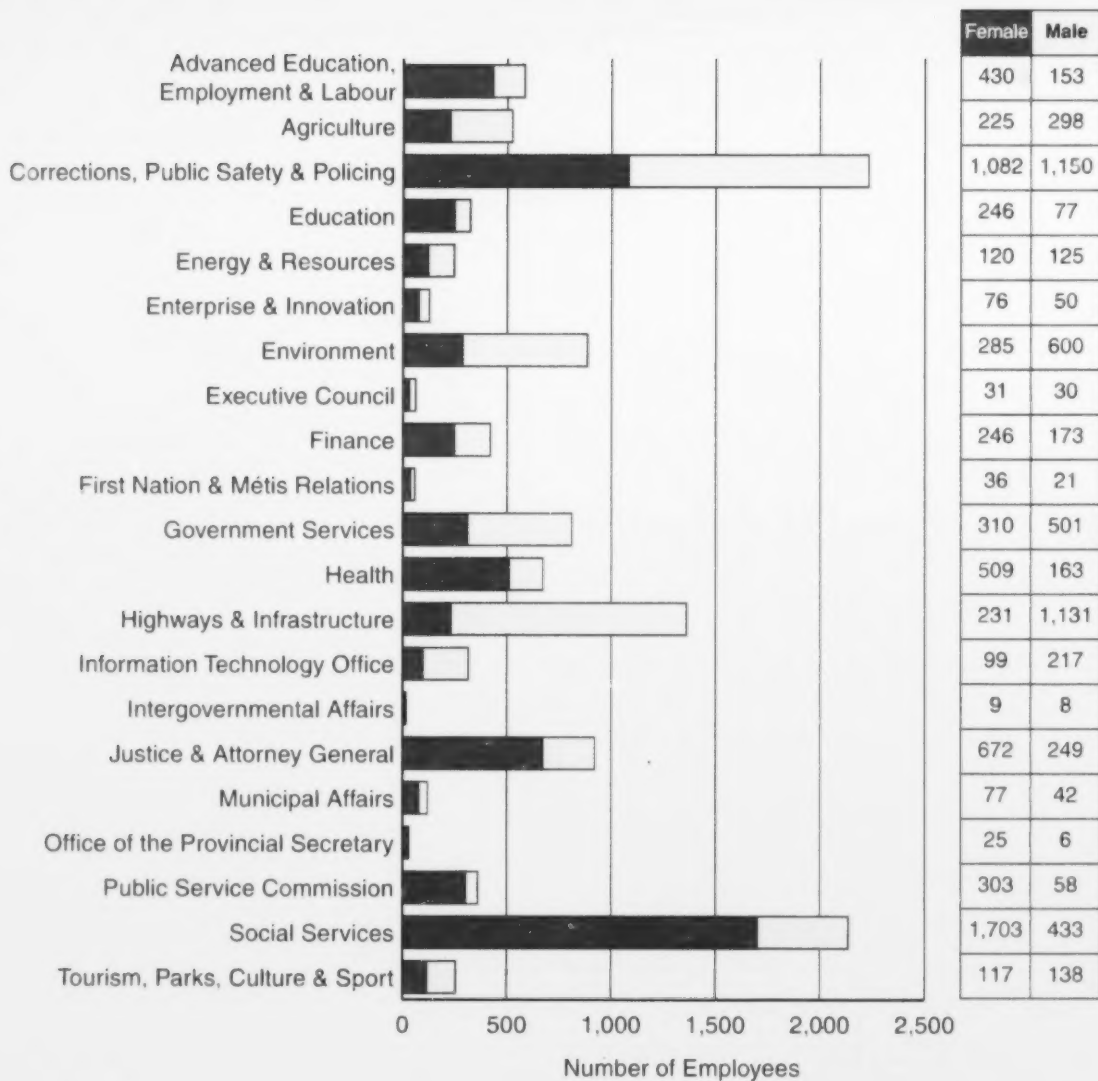
Number of Employees by Type
April 1, 2008
12,455



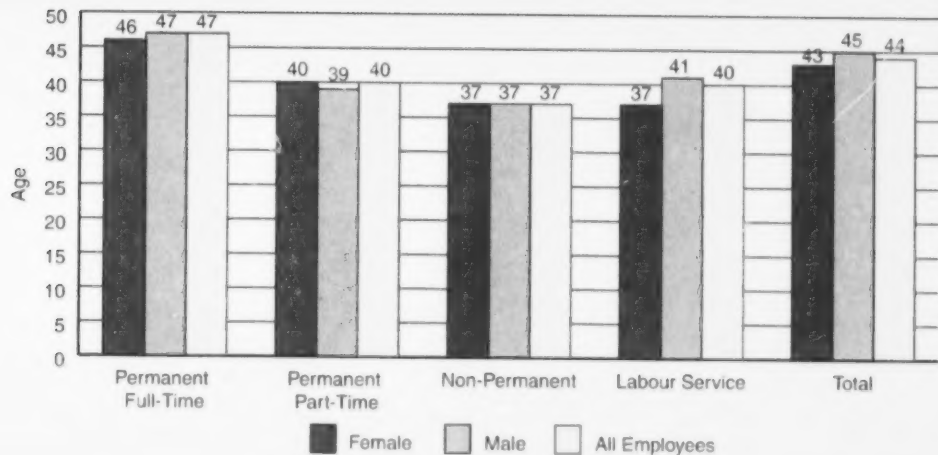
Employees by Scope
April 1, 2008



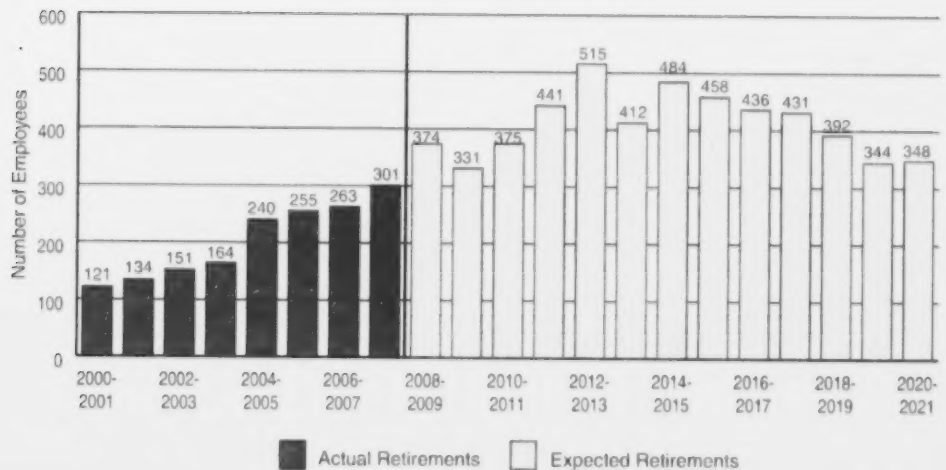
Employees by Ministry
April 1, 2008
12,455



Average Age of the Public Service April 1, 2008



Actual and Expected Retirements Current Permanent Full-Time and Part-Time Employees April 1, 2008



Source: Government of Saskatchewan, Multi-Informational Database Application System (MIDAS), April 2008

Appendix F: Public Service Commissioners



Ray Purdie



Roberta Burns



Lynn Archdekin



Clare Isman

Appendix G: Transferred or Excluded Positions

In accordance with the provisions of Section 31 of *The Public Service Act, 1998*, a list has been prepared of positions which have been transferred to the unclassified division of the public service or excluded from the operation of the *Act*. During the 2007-08 fiscal year, 49 positions were transferred or excluded, as follows:

Order-in-Council Appointments

April 1, 2007 - March 31, 2008

Ministry	Position	Number
Executive Council	Administrative Assistant (MCP01)	2
	Administrative Assistant (MCP03)	1
	Co-ordinator, Executive Recruitment (MCP07)	1
	Director of Interactive Communications (MCP07)	1
	Communications Counsellor (MCP09)	1
	Executive Director, Saskatoon Cabinet Office (MCP09)	1
	Director of Communications Counseling (MCP10)	1
	Senior Policy Advisor (MCP11)	2
	Deputy Cabinet Secretary and Clerk (DM03)	1
Government Relations	Junior Protocol Officer (MCP04)	1
	Director, Policy and Honours (MCP08)	1
	National Co-ordinator, Ministerial Conference on the Canadian Francophone	1
Justice	Library Technician 1	1
	Desktop Support Analyst	2
	Law Librarian	1
	Student-at-Law	10
	Crown Counsel	15
	Provincial Court Judge's Secretary (MCP02)	2
	Court of Queen's Bench Judge's Secretary (MCP01)	1
	Court of Queen's Bench Judge's Secretary (MCP02)	1
Office of the Information and Privacy Commissioner	Administrative Co-ordinator (MCP01)	1
Provincial Secretary	Executive Assistant (MCP04)	1
Total		49

Abbreviation

MCP: Management Classification and Compensation Plan

